INTRODUCTION

According to the opinion of Christensen, Lægreid and Rykkja, human capital is the most valuable asset of an organization. The efforts given by the human resource to a business organization is the key to their business\(^1\). Therefore, proper maintenance of the human capital is very important. The study concerns with analyzing the impact and aspect of human capital and human capital investments on the process of crisis management in governmental organizations, most specifically, in the Health and Interior Ministries of Jordan. For this purpose, the researcher has undertaken an approach to study and explore the detailed areas of human capital by carrying out a thorough Human Resource (HR) analysis with respect to organization”s strategic management, development, performance measurement as well as crisis related risk mitigation procedures undertaken by the governmental and any other large scale organizations\(^2\). The fundamental purpose of conducting this research is to gain a clear understanding of the decisional capacity as well as the importance of developing a strong human capital to be able to manage crisis incidents in an efficient and successful manner. Organizations typically calculate the productivity by human capital by means of metrics such as sales margins, total revenue, staff expenditures and staff absenteeism, employee turnovers and so on.

At present, the business organizations need a robust and enterprise-wide plan for dealing with the crises. Organization”s reputation and brand along with the trust and loyalty of all the stakeholders are crucial factors of controlling the crises. Crisis management is a noteworthy issue that HR pioneers ought to assume responsibility proactively of in light of the fact that they are the essential overseer of worker welfare and inspiration. HR is in the best position to guarantee that an association's human capital can be safeguarded and can keep on creating esteem under any situation\(^3\). HR can assume this vital part in hierarchical supportability through development readiness which incorporates wellbeing and security activities to get ready and


console workers, authority improvement, ability administration and strong correspondence arrangements to bolster compelling emergency administration.

HR pioneers have a key part and duty to guarantee their associations know about interior vulnerabilities on the human side to various sorts of emergencies and to guarantee their emergency administration arrangement covers every potential hazard and concerns. To be incorporated as a vital accomplice in emergency administration, with different capacities, for example, hazard administration and business coherence administration, HR experts need to comprehend and talk the "dialect" of emergency administration. HR has the chance to find out that the human capital is dealt with in all emergency administration and business congruity arranges. HR could offer genuine worth insurance or upgrade through deliverables, for example, emergency correspondence arranges, emergency asset arranging, wellbeing and security preparing, ability administration and progression arranging. In association with other hierarchical pioneers, HR can build up a framework for emergency administration by persuading the organization's human cash-flow to backing what should be finished. The backing and responsibility that an association will require from its workers amid and after an emergency must be encouraged by HR experts who comprehend the business and representatives' worries. Consequently, HR experts can impact the authoritative society and abilities to give successful initiative some time recently, amid and after an emergency.

**Background of the Topic**

For any organization, including the governmental ministries of Jordan, having a well – thought and well – organized crisis management plan is crucial. In addition to that, it is needless to say, defining the most appropriate crisis management plan essentially involves defining the accurate roles and responsibilities of that particular organization”s human resource or HR. It is closely and directly related to making and prioritizing the crisis preparedness strategy. Therefore, development of Human Capital is essential for crisis management purposes. In fact, organizations are bound to use a specific framework for building their human capital by distinct skills development and training programs. According to Burke and Noumair, on the basis of organizational crisis, its impacts and characteristics, the mission of human resource

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makes a significant contribution in the formation of efficient crisis management activities for the organization. To be more precise, human capital plays substantial roles in organizational crisis management both as a problem solver as well as a change agent. In relation to this particular context, Christensen, Laegreid, and Rykkja studied that, the HRD of Jordan’s governmental ministries is solely responsible for developing the Human Capital. The human resource department undertakes this responsibility through training and development activities. In the crisis environment, thus, the human capital takes necessary actions based on their developed knowledge base of crises and decision making capabilities.

Compelling crisis management requires a comprehension of what individuals need from administration, and how to give it. Taking after a debacle, past the conspicuous essential survival, workers and their relatives need: In building up an emergency administration plan to accommodate these requirements, HR specifically makes esteem for the main issue by minimizing potential harms and downtime. Some prescribed key and viable strides in regards to emergency administration arranging:

- **Action Purpose**
  - Set up ahead of time a Humanitarian Response Team to guarantee sufficient consideration regarding human needs in the wake of a debacle
  - Establish a symptomatic of the human side weakness of your association to crisis. In order to distinguish and get ready particularly for emergency situations, influencing workers and develop HR arrangements and strategies particularly identified with crisis management.
  - Dodging freeze impromptu activities and to guarantee successful conveyance of emergency related human administrations, the HR department should provide preparing to address particularly, and just, the human side of what happens amid an emergency.
  - Provide a chance to comprehend and figure out how to adapt to the impact of anxiety and traumatic occasions
  - Conduct emergency reproduction activities.

- **Prepare and program representatives to realize**
  - What to do amid an emergency
  - Establish an online asset with data about emergency administration, representative advantages and other representative related approaches and projects connected to crisis.
  - To give representatives 24-hour effortlessly open data and correspondence implies. Moreover, various different exercises might be vital, for

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example, to secure and reinforcement HR records, to recognize and hold crisis office space and to give adequate labor to business recuperation.

Research Problem

A number of prior research and studies have proved that the organization’s human capital leader’s perception of a crisis or risk along with their ability to handle the situation directly determines the effectiveness of that particular organization’s crisis preparedness plans, prevention and reaction strategies and overall crisis management operations. Therefore, it is important for the human capital professionals to invest the adequate amount of money to develop the right set of skills and capabilities by providing a generic awareness and training on the methods and techniques of crisis management. However, the main goal of this study is to address the planning and decision – making aspects associated with the crisis management activities undertaken by the Health and Interior Ministries of Jordanian government and how they utilize their human capital development in this process. Organizations such as this can face many forms and types of crises including corporate scandals, terrorist attacks, natural disasters, disease outbreaks and so on, which are turn, may potentially threaten the sustainability as well as their ultimate survival. Hence, it is the role of the Human Resource Department to advance their responsibility in supporting the organization’s crisis management efforts by building a strong and efficient human capital capable of undertaking all the required actions.

Significance of the study

According to Hernantes et al., many organizations focus more on communications and public relations in order to deal with the negative consequences of organizational crises, as compared to their leadership responsibilities. This process, in turn, may result in a substantial lack in formal training as well as on – the – job experiences, which is important for organizations to prepare their executives to lead a crisis. In the present study, the researcher has tried to link the impact of leadership and human

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resource competencies with crisis management. To look more closely into the matter, Jordan-Meier surveyed that, efficient crisis management is significantly dependent on substantial investment in human capital and development of HR practices as well as its relationship with the organization”s performance and efficiency at each individual level\textsuperscript{10}. Furthermore, Mello studied in this particular context that inadequately educated labor force is one of the major problem is implementing a proper crisis management plan. The Jordanian governmental ministries require proper planning in terms of ensuring a well executable crisis plan\textsuperscript{11}. For this purpose, the study explores the impacts of human capital it has on managing such crises.

**Aim of the Study**

The primary aim of the research is to undertake a thorough and detailed study on the major aspects of human capital and its impacts on managing crises in organizations, most specifically, in the Jordanian Health and Interior Ministries. For achieving this purpose, the researcher attempts to undertake a rigorous study and investigation based on all the areas and aspects of human capital, including its characteristics, definition, measurement performance, individual components and so on\textsuperscript{12}. For the present study, the researcher has selected the human capital management as the independent variable, which, according to Pendleton and Robinson, typically comprises of five individual elements or dimensions such as leadership practices, learning capacity, knowledge accessibility, work force optimization and employee engagement\textsuperscript{13}. After that, the study further takes into consideration crisis management activities with respect to the Jordanian governmental ministries\textsuperscript{14}. The study investigates the relationship between the particular ministries human capital management and crisis management factors in detail.


The aims can be pointed as below:

- To understand the relationship of the human capital and organizational crisis management.
- To analyze the basic role of human capital in managing organizational crises.
- To analyze the individual factors of human capital that directly contribute towards the organization”s performance in times of crises.
- To evaluate human capital management predict the crisis management performance in Jordanian Health and Interior Ministries.

**Research Questions and Hypotheses**

**Research Questions**

In the present context, it is crucial to formulate the appropriate research questions for this particular study that are able to guide the researcher towards the desired direction so as to be able to discover adequate, relevant and useful information and thereby, reach to a successful conclusion. For achieving that particular purpose, the research questions as demonstrated below will be significantly useful:

- Is human capital positively related to organizational crisis management and planning activities?
- What is the basic role of human capital in managing organizational crises?
- What are the individual factors of human capital that directly contribute towards the organization’s performance in times of crises?
- How does human capital management predict the crisis management performance in Jordanian Health and Interior Ministries?

**Research Hypotheses**

As stated by Mackey and Gass, based on the nature of the study, the research hypotheses are formulated for carrying out the research in the most appropriate way. To be more precise, in order to assess the impact of human capital in managing crises, the hypotheses are to be formed as statements for speculating upon the outcome or

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result of this particular study¹⁶. Based on the below mentioned hypotheses, the researcher analyzes the facts and theories of both human capital and crisis management, along with their relationship in the context of the Health and Interior Ministries of Jordanian government. The hypotheses are pointed out below:

**H₁:** *Leadership Practices* directly influences the efficiency of *Crisis Management Activities* in Jordanian Health and Interior Ministries

**H₂:** *Workforce Optimization* directly influences the efficiency of *Crisis Management Activities* in Jordanian Health and Interior Ministries

**H₃:** *Knowledge Accessibility* directly influences the efficiency of *Crisis Management Activities* in Jordanian Health and Interior Ministries

**H₄:** *Employee Engagement* directly influences the efficiency of *Crisis Management Activities* in Jordanian Health and Interior Ministries

**H₅:** *Learning Capacity* directly influences the efficiency of *Crisis Management Activities* in Jordanian Health and Interior Ministries

**H₆:** *Human Capital Management* directly influences the efficiency of *Crisis Management Activities* in Jordanian Health and Interior Ministries

Therefore, the research hypotheses as formulated above will help the research in obtaining relevant and useful information associated with the topic under concern. However, for achieving this purpose, it is important to carry out a thorough and detailed investigation on all the major aspects of crisis management in order to understand its significance in a proper manner¹⁷. For this reason, crisis management planning, preparedness, crises models and all related components have to studied to find the close connection with the human capital in the above-mentioned organizations.

**Scope of the Study**

The study involves a detail exploration of the major areas and aspects of human capital management in organizations. To be more precise, it includes forms a

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thorough and firm theoretical framework, which takes into consideration the fundamental concept of human capital, its importance and significance, characteristics and components, measurements, basic theories as well as the dimensions of human capital investment along with the factors influencing it. Apart from that, the study additionally perceives human capital with respect to Islamic thought and its distinct nature in the Jordanian governmental ministries. After that, the study further extends to include an in-depth overview of crisis management considerations. It typically examines the basic definition of organizational crisis, its difference with disasters and emergencies as well as the common approaches adopted for crises diagnosis. In addition to that, the paper includes the common causes of crisis, its critical characteristics and the different types of crises. Apart from that, the study finally explores crisis management, the associated principles, phases and methods along with the popular obstacles in managing crises. Ultimately, the researcher looks into the crises handling practices in Jordan.

Limitation of the Study

The study still leaves some areas unexplored. For example, it does not include which factors associated with crises requires the highest involvement of human capital. Furthermore, the study is only based on the primary data collection processes including survey using questionnaires and interviews. However, it does not indulge in conducting any secondary data from the previous studies and documents, published journals and articles. Only primary data can result in biased information collection. Other limitations include a short span of time to expand the horizons. Specifically, the research only focuses on the Health and Interior Ministries of Jordan and does not include any other ministries. Furthermore, it only measures the existing human capital performance with respect to managing crises in the organization.

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Research Methodology

The research method selected for conducting this study follows a **Deductive Approach** based on the existing concepts and theories practiced on human capital and organizational crisis management. For this purpose, the study involves formulation of **Research Hypotheses** based on those existing theories.

After that, the selection of appropriate research strategy is taken into consideration, which is **Descriptive Design** for describing the distinct set of characteristics through **Quantitative Research**. This method will be the most suitable one, as there is nothing to invent new. In more details, through this research study, any new theory or model will not be developed. It is about the analysis of the present relationship between the two variables and the impact of one upon another. A thorough **Primary Data Collection** process is undertaken in order to obtain relevant information through online survey. At the initial level of the research study, the background information regarding the research topic will be gathered from the review of the available literatures in the area of the human capital and crisis management. After that, the employees of the health and interior ministry will be the target people of the survey for collecting the quantitative data of the study.

Therefore, the specific Research Methodology utilized for the present purpose of the study makes use of secondary data following a **Quantitative Approach** to be able to describe and explain the relationship between human capital and crisis management. In relation to this context, how the human resources of the two ministry departments are associated with the crisis management and how they are affecting the scenario will be investigated by collecting the data from the target population.

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Review of Literature

Human Capital Management Dimensions

Human capital management essentially involves the five broad dimensions or categories that drive the development of human resources in any organization\textsuperscript{24}. These components of human capital are discussed as follows:

**Leadership Practices:** It concerns with the supervisory skills of the managers and leaders, their efforts and ability to demonstrate key values, performance feedback and install confidence.

**Workforce Optimization:** It deals with setting specific rules to optimize the work force performance by means of implementing effective processes, hiring choices, accountability and good working conditions\textsuperscript{25}.

**Knowledge Accessibility:** Knowledge accessibility refers to the organizations ability in making the ideas and knowledge widely available to its employees across all departments.

**Learning Capacity:** It refers to the organization’s capacity in learning, changing, innovating and improving their knowledge base and performance.

**Employee Engagement:** It deals with the capability of a particular organization to retain, engage and optimize the value of its employees in terms of job satisfaction and individual performance\textsuperscript{26}.

Linking Human Capital Management to Crisis Management

Human capital is conceptualized as a collective trend, in which different individuals contribute to the organization. It consists of the factors discussed above, closely utilizing the human knowledge, abilities and skills to perform a task. According to Nystrom and Starbuck, in a crisis situation, crisis leadership should be dynamic and collective that carries perception and decision making skills to be able to determine


\textsuperscript{25} Salas, E. and Weaver, S.J., “Employee growth and development: Cultivating human capital,” (2016).

the correct course of action. Again, adequate knowledge accessibility regarding crisis helps build up the theories of crisis preparedness. Ponis and Koronis suggested that the organizational work force should be specifically trained to handle each individual type of crisis. Creating distinct culture based on crisis management requires building distinct set of leadership competencies and crisis staff skills during the different phases and context with respect to a crisis. As stated by Ketchen et al., testing human capital competencies during each crisis phase requires the process of knowledge filtering as well as providing a clear roadmap to decision making. Organizations build a knowledge base of crises and the associated capabilities to cope with it. Human capital training and education is an effective tool for reducing the impacts of elements likely to induce crisis, such as human errors, technology complexity and so on.

Review of Articles Related to Human Capital and Crisis Management:

Article Review 1:

“The Impact of Investments in Human Resources Activities on the Effectiveness of Investment in Human Capital: The Case of Commercial Banks in Jordan”

In the article, the significance of investing in the human resource activities has been measured. The measures have been collected in the context of effectiveness of spending in the human capital. Al-Ghazawi also analyzed the link the effectiveness and the human capital investment in terms of commercial bank in Jordan. The case study is consisting of independent variables such as training, development, staffing, retention policy and incentives along with the dependent variables like turnover rate, human capital return on investment or HCROI and human capital value added or HCVA. It is crucial that the organization chooses the human capital which can fulfill their strategic objectives. In addition to that, regarding the accounting records, the

human capital must be considered as the investment rather expenses [2]. Defining, evaluating and shaping are activities of the possible contribution in terms of human capital. These activities are associated with formulating rewards strategies for human capital programs, defining employees' roles, designing programs, performance management through training plans, formulating staffing and organization's culture designing the organizational structure. Knowledge, competency, skills and experience are framed by the meaning „human as a creator”. This meaning is openly incorporated in the human capital [2]. The research methodology which has been assessed in the article consists of four components such as model of study, data collection, research instrument and statistical analysis. The outcome of the study indicates that human capital value added is associated with the human resources investment.

Article Review 2:

“Institutions, Human Capital and Development”32

Within the article the author critically evaluated human capital’s roles along with the institutions in long-run economic development. In the article the cross regional and country outcomes was not interpreted like evidence which indicates that the regarding long run economic implementation human capital does not have sufficient significance. According to Acemoglu, Gallego and Robinson at the root of the variations in the human capital the presence of the institutional differences can be proved. From the above statement, the author elaborated that there is a positive link between human capital and institutions.

Be that as it may, the main issue seems, by all accounts, to be clear: the confirmation is entirely vigorous that institutional contrasts, once instrumented by their recorded determinants as in AJR (2001, 2002, 2012), are the significant reason for current contrasts in flourishing, and it is additionally genuinely steady with North and Thomas' general refinement between key a proximate determinants of long-run financial advancement.

The contribution of the paper can be categorized in three distinct sections. First, recorded study of what is thought about the human capital that Europeans conveyed to

their states in the Americas. Second, new cross-country examination of the effects of organizations and human capital on GDP per capita today. Third, has achieved through collecting the cross-regional information. Misusing variety in protestant teacher movement crosswise over 670 areas crosswise over previous European settlements, the authors research the part of human capital in long-run territorial advancement.

Article Review 3:

“Estimating the Production Function for Human Capital: Results from a Randomized Control Trial in Colombia”

In the article the investigation of the channels through which a randomized early youth intercession in Colombia prompted significant picks up in intellectual and socio-enthusiastic abilities among an example of distraught youngsters. In this article the estimation of the production function has also been carried out. The estimation of the production function is associated with socio-emotional and cognitive skills as a purpose of child's past and maternal skills. In addition to that, socio-emotional and cognitive skills are associated with the time investments and material, which are considered as internal origin or cause.

According to Attanasio et al. specifically for the children who received home visits has different cognitive development and language. It has been analyzed from the short-term evaluation of the impact of psychosocial stimulation. From the analysis, the author stated that the reason behind the different cognitive development and language is the impact of the psychosocial stimulation.

The data collection method is carried out in two distinct ways such as after and before intervention in Colombia. This data collection method has be assessed for producing the functions for the socio-emotional skills and cognitive. Indeed, even with such rich information, assessing the parameters overseeing the aptitude development process stays trying for two reasons. To start with, inputs and yields are prone to be measured with blunder. Regarding the socio socio-emotional skills, the estimation of the CES

production faction has been presented in this article. Cognitive skills of mother are not directly associated with the socio-emotional and cognitive development of the children.

Article Review 4:


The main topic the article is analyzing the human capital effects in the context of team production environment.

The nurses’ general human capital by education and their unit-specific human capital by experience on the nursing unit, authors find that greater amounts of both types of human capital significantly improve patient outcomes. Detailed data on team composition enables authors to model productivity effects of team disruptions caused by the departure of experienced nurses, the absorption of new hires, and the inclusion of temporary contract nurses.

In the article, the relationship between human capital and profitability utilizing information on nursing units inside clinics has been displayed. This connection, in which work is performed by a group, is an incredible setting for contemplating the relationship between human capital and profitability. Nursing units are little; in authors’ example, a nursing unit has, by and large, sixteen patients who are tended to by a group of three enrolled medical caretakers on a given movement, or eight to nine enlisted attendants on a given day. "Yield" is an element of the consolidated exertion of the nursing group. It is the main paper to utilize longitudinal month-to-month information on nursing units to quantify the connections between the human capital characteristics of the nursing group and patient results. Creators can do this in light of the fact that the creators use information from the Veterans Administration (VA) doctor's facility framework. A novel part of the VA dataset is that it empowers authors to connect every patient to the nursing units in which he was really treated.

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Article Review 5:

“Methods of Human Capital Measurement; In Managing Intellectual Capital and Innovation for Sustainable and Inclusive Society: Managing Intellectual Capital and Innovation”

The idea of scholarly capital alludes to a generally youthful term, which is characterized in different courses in the writing. Present day ventures working inside learning economy have dedicated expanding consideration regarding scholarly capital, which is albeit still rather occasionally esteemed and measured. Data concerning scholarly capital are not reflected in the budgetary explanations. This outcomes from the trouble of both measuring scholarly capital and showing the information of endeavors in current money related reporting frameworks. Scholarly capital is considered as handy experience, innovation, great client relations and every one of the abilities that permit the organization to accomplish upper hand.

Figure 1: Intellectual Capital Model of Skandia

(Source: Borowski 2015)

The idea created by Skandia depends on the presumption that scholarly capital comprises of human capital and auxiliary capital. Human capital is the information, aptitudes and experience of authors’ workers and their insight, inspiration and imagination, which are reflected in the improvement of the organization.

As per Saint-Onge idea, esteem emerges from the connections, streams and the relationship between human capital, authoritative capital and client capital. Liquidation or compelling partition of one of the components causes the failure to deliver money related capital. Detachment and appropriate order of individual parts of human capital is crucial for viable administration. Scholarly capital administration requests the need of characterizing the organization's main goal and technique.

Article Review 6:

“Mechanism of development of human capital within human resources management of modern organization”

The article introduced the examination of worldwide routine of advancement of human capital inside HR administration of present day association and formation of component for improvement of human capital inside HR administration of innovative association. The creators additionally utilize the philosophy of assessment of subjective record of social ventures. As an aftereffect of examination of inclusion of associations into the advancement of human capital inside administration of HR and social duty of business in created and creating nations. The creators arrive at the conclusion that created nations give careful consideration to social obligation and improvement of human capital, while under 30% of business in creating nations pay consideration on this issue. Accordingly, there is a need for formation of the component of improvement of human capital inside HR administration of current association, which could be effectively utilized as a part of creating nations.

The offered instrument is established on the accompanying standards: inventive environment which initiates solid characteristics of entertainers; giving trend-setters material assets; complex association of interconnection of entertainers of all levels – from work place and gathering to organization in general; incitement of imaginative

exercises, support for solace of mental atmosphere. Utilization of gathering types of work associations; extension of replace ability and assignment of rights, representatives' taking part in basic leadership; making of adaptable arrangement of determination and execution of new thoughts; support for workers' take a stab at general and expert preparing inside organization and outside it; improvement of formal and casual correspondences. According to Cherkesova et al., invigorating trade of assessments and of dialogs; furnishing them with business data; animating authors for changes in association incitement of innovative exercises, support for solace of mental atmosphere; utilization of gathering types of work associations.

Article Review 7:

“Health Capital and Human Capital as Explanations for Health-Related Wage Disparities”

In terms of conducting the evaluation dynamic modeling strategy is utilized in the article. This methodology assisted the authors to identify two of the possible avenues. These possible avenues are generated through health variation generated wage gap. The process are assessed specifically through decreases in capital and in a roundabout way through work moves that diminish human capital. In order to reveal causal impacts of definite measures of human capital, for example, occupation and business residency, authors together model time-based compensations with occupation and boss moves after some time. As a commitment to the short writing that looks at such human capital impacts, authors investigate how capital influences these moves, compensation straightforwardly, and the profits to human capital.

The fundamental objective of this paper is to decide the part that livelihood moves play in the watched wage decays that decently debilitated working guys experience. The creators develop the ebb and flow research on utilized people with inabilities by assessing a multi-condition dynamic model of:

(1) Job moves that incorporate occupation and manager change,
(2) Time-based compensations that record for endogenous work poauthorsr investment and
(3) Incapacity status that might be accounted for with blunder.

Article Review 8:

“A resource-based perspective on human capital losses, HRM investments, and organizational performance”

According to Shaw, Park and Kim consolidated the RBV and Price's model yield a specific hypothetical type of the relationship between human capital misfortunes and authoritative execution. The RBV proposes that as exhaustion increments, as deliberate turnover rates move from low to direct levels, the association will lose its incomparable authors spring of favorable position and execution ought to decay steeply.

HRM speculations, particularly those practices, for example, pay, benefits, and procedural equity that prompt maintenance, expand human capital gatherings and workforce interconnections. The RBV recommends that workers are more profitable when they are interconnected and implanted in socially complex communications. From one viewpoint, HRM speculations, for example, preparing and equity instruments support open correspondence and the improvement of social connections; ventures, for example, high pay and advantages energize life span, which serve to expand connectedness, social intricacy and co-specialization of assets among representatives.

In this article Shaw, Park and Kim add to the writing by

(1) Creating and testing the asset construct viewpoint in light of the connections among human capital misfortunes, HRM speculations, and workforce execution,

(2) Testing and discovering support for the hypothesis with two measures of workforce execution in an intra-industry investigation of stores, and

(3) Progressing and testing an augmented procedure model of these connections that incorporates monetary execution in a cross-industry test of Korean associations.

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Article Review 9:

“Social Capital and Well-being in Times of Crisis”

The article presented the process through which quality of social fabric of a nation or community is affects its capability of dealing with crises. In addition to that, in order to enhance subjective authors being natural and human resources are developed. These resources also maintain the subjective authors being.

The principal SWB measure the creators utilized is a synopsis assessment of life that authors call the Cantril life stepping stool or Cantril stepping stool. Assume authors say that the highest point of the step speaks to the most ideal life for you, and the base of the stepping stool speaks to the most noticeably bad conceivable life for you. Another two SWB measures are reports of enthusiastic states. The creators crated eight overview questions keeping in mind the end goal to accumulate information on enthusiastic experience.

To quantify social capital at the neighborhood level in the US, creators use data from the supplemental studies of the Current Population Survey (CPS) led in the years from 2004 to 2008. In particular, the measures of social capital are normal overview reactions to questions on social engagement and systems. Creators utilize the September CPS supplemental reviews on volunteering and the November supplemental overviews on voting, enrollment and community engagement in the years from 2004 to 2008.

We make utilization of two separate ESS measures of subjective prosperity, fulfillment with life and satisfaction. Since past exploration and authors’ present results demonstrate that these two diverse life assessments have high relationships with each other and fundamentally the same as connections with key driving variables, and give more grounded results when the two measures are arrived at the midpoint of, authors’ examination in this paper utilizes the normal estimation of the two reactions.

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Article Review 10:

“Crisis Management Organization: Building Governance Capacity and Legitimacy”

This article addresses the subject of what makes a well-functioning legislative emergency administration framework. A center contention is that such a framework needs both administration limit and authenticity. To accomplish an institutional outline that guarantees the vital administration limit for emergency administration, the attention must be on the structure and execution of legislative powers, in light of the supposition that hierarchical game plans influence execution [12]. To this end, the different sorts of administration circumstance and emergency must be distinguished. What is viewed as adequate limit and great execution – and which instruments are expected to accomplish those goals – can differ altogether. Authors” point is to add to this line of exploration by considering administration, institutional and association viewpoints. authors apply an expansive organization-theory approach that has both instrumental and institutional segments. Center ideas, for example, emergency, evil issues, coordination and specialization are examined. A focal contention is that setting matters and that there is no single authoritative answer for emergency administration that can be viewed as ideal in all circumstances. This contention is bolstered by the instance of Norwegian emergency administration courses of action.

In this paper authors have advanced a few contentions. To begin with, authors have contended for the need to address both administration limit and administration authenticity when planning a powerful emergency administration framework/an emergency administration framework that capacities well. Second, with a specific end goal to comprehend the advancement and working of emergency administration game plans, authors have contended for a wide approach in view of association hypothesis in particular, one that consolidates a structural-instrumental and cultural-institutional viewpoint.

Article Review 11:

“Human capital values and returns: Bounds implied by earnings and asset returns data”

The writers give hypothesis in the article to computing limits on both the estimation of an individual's human capital and the arrival on an individual's human capital, given information of the procedure overseeing income and monetary resource returns. One technique for gaining ground on this issue is to take an auxiliary methodology what's more, make parametric presumptions about inclinations, and additionally suppositions on the careful structure of an individual's choice issue. These parameters can then be evaluated, what's more, the worth and come back to human capital can be described utilizing the stochastic markdown component delivered by an answer for an observationally roused detail of this choice issue. In this paper, creators take an alternate methodology. Creators investigate what can be said in regards to individual human capital values and returns without making parametric suppositions on inclinations and without taking care of such a choice issue. In any case, creators accept that one knows two imperative things: (1) a factual model for monetary resource returns and an individual's income; and (2) some key properties of an individual's stochastic rebate variable. Authors expect this rebate element is non-negative, fulfills an Euler condition for each budgetary resource and is not any more variable than some predetermined upper bound.

Article Review 12:

“When Culture Saved the Day: Organization Culture and Crisis Management”

This elucidating case concentrates on a medicinal services association's way to deal with building a purposeful association society and how that work added to the association's capacity to survive an emergency. Provincial Hospital encountered a calamity on a scale couple of different doctor's facilities have survived a surge of

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noteworthy greatness seriously harmed the healing center, constraining it to close its entryways without precedent for its 90-year history.

Thinking back overall experience, Madeline understood that she had a recently discovered thankfulness for the significance of hierarchical society as a variable. She trusted that Regional Hospital's experience could make some important lessons for the future – perhaps figure out how to impact what is educated in business colleges. Her musings came back to the present as she contemplated what lessons she would attract from the experience to impart to a gathering of excited youthful MBA understudies at her place of graduation.

In a matter of minutes, the flooding devastated a few basic capacities and frameworks, including the research center, drug store, data administrations, sustenance administrations, and the mechanical and electrical frameworks. When all was said and done, Regional Hospital brought about more than $200 million in harms, despite the fact that this figure was not known for a long time. Outside evaluators assessed that it would take 18-24 months for the clinic to revive, yet Regional Hospital could quicken that timetable, reviving in just five months. Similarly noteworthy, amid the five-month close down, Regional Hospital did not lose a solitary representative or part of its restorative staff.

**Article Review 13:**

**“The Specificity of General Human Capital: Evidence from College Major Choice”**

This article investigates human resource or HR administration and its interrelationship with key human capital and execution. Drawing on information from 158 investigations of human capital, the creators consider how synchronized frameworks of HR administration hones influence human capital and how singular practices sway execution. The creators additionally take a gander at the effect of synchronized frameworks of practices on execution in connection to human capital and existing assets [25]. The creators depict asset-based hypothesis that clarifies execution contrasts and how firms deal with their key assets to upgrade execution. At last, the work analyzes the immediate and circuitous impacts of HR practices and frameworks on execution.

Because of the significance of assets overall and human capital specifically, specialists have started to fabricate hypothesis about how key assets, for example, human capital, are overseen with an end goal to improve execution. Three arrangements of activities. In the primary arrangement of activities, supervisors structure the asset portfolio by either gaining assets in vital variable markets and/or creating assets inside and, when essential, discharging less attractive assets.

This study utilized earlier research into the causes and outcomes of human capital, which is apparently the most concentrated on vital asset under RBT. Collecting this confirmation considers an early yet solid trial of developing hypothesis about asset administration. We found that surviving confirmation is reliable with asset administration speculating in that practices/frameworks give off an impression of being ways that director”s structure and package vital human capital and that such human capital is a focal component through which such practices/frameworks are utilized to upgrade firm execution.

Article Review 14:

“Reactive Crisis Management Model44”

Emergency is an ever introduce danger to an association in authors” general public. At the point when an emergency happens, an association must act quickly to ensure its notoriety. There is a need of wide range investigation of emergency administration. Different models with respect to emergency administration have been displayed by different specialists. These models are for the most part proactive in nature having (1) Pre Crisis stage (2) Crisis stage (3) Post Crisis stage. Emergency administration is a circumstance based administration framework that incorporates clear parts and duties and procedure related authoritative necessities all inclusive. As authors probably was aware, emergency is an unverifiable occasion, so get ready ahead of time for it is likely impractical. Indeed, even in dissemination of development hypothesis it is talked about that amid emergency, each representative ought to think out about the crate and concoct original thoughts to conquer harsh times.

In this article, an endeavor has been made to set up a receptive emergency model, which recommends an approach to manage emergency at the time it happens. In this model, the emergency administration convention ought to take after three stages, specifically, (1) GET (2) SET (3) GO. In initial step, essential data with respect to the emergency ought to be accumulated viz, cause and seriousness of emergency. In second step, emergency administration arranges and groups ought to be figured keeping in perspective the seriousness of emergency and the third step ought to manage the execution of detailed arrangements with the assistance of emergency administration group.

**Article Review 15:**

“**Best Practices in Risk and Crisis Communication: Implications for Natural Hazards Management**”

As societies evolve, often the most appropriate response to the hazard must also evolve. However, such shifts in appropriate response to a hazard, whether at the individual or at the societal level, are rarely straightforward: Closing the gap between desired practice and current practice requires effective communication. Although there is a significant literature on how to encourage adaptation before an event and how to communicate during an event, there is less work tying the two together or on how to communicate shifts in larger scale societal response to a natural hazard. In this article, authors bring together the best practices and theoretical literature from risk communication and crisis communication and empirical literature on wildfire communication to derive the key characteristics associated with best communication practices. Authors’ working hypothesis was as follows: effective communication before and during a fire would be associated with acceptance of more flexible fire management strategies.

Shifts in appropriate response to a hazard, whether at the individual or at the societal level, are rarely straightforward: Closing the gap between desired practice and current practice requires effective communication. In addition to bringing practice and theory together, authors wanted to understand how communication practices related to new approaches in wildfire management. Authors’ findings support authors’ working hypothesis.

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hypothesis: Effective communication before and during the fire is associated with acceptance of more flexible fire management during the fire.

Article Review 16:

“Crisis Management in the Health Sector; Qualities and Characteristics of Health Crisis Managers”

This article is about the challenges and the way of facing the challenges in the health sector. As per Efstathiou, Panos and Dafni, the health sector has the dynamic challenge in the field of the international and regional advancements, where the growing population is a major threat. In this paper, it has been observed that the health crisis management can be managed through a high level of co-ordination and well developed action plan. Since human life and individual wellbeing are principally included, therapeutic preparing of the director can be a benefit. All things considered, emergency administration skills can be connected to an extensive variety of wellbeing experts who are relied upon to perform at various levels, as indicated by understanding, proficient part, level of instruction, or employment work. The approach of the wellbeing emergency administrator must be careful, his idea must be algorithmic, choices and activities must be composed and desires must be practical. With appropriate readiness and arranging, the emergency chief is fit for remaining on top of the circumstance and managing the difficulties adequately. Adaptability, evasion of opinion, versatility to the conditions and fast decisional limit are essential characteristics of wellbeing emergency administrators. Wellbeing emergency administration includes the most vital human esteem. Wellbeing emergencies may trash human lives for long and have a variable social effect. In these terms, the emergency supervisor should be to a great degree cautious and kind when speaking with people in general. The activities of the managers of the health organizations must suggest social affectability and intrigue, in light of the necessities of the general public and the general population. At present, the society needs the health professionals who will take care about the patients well as well as take the responsibilities of managing the crisis.

Article Review 17:

“Is Employee Performance Related to Effective Crisis Management? A Review of Literature”

Today's chiefs must have a worldwide perspective of operations procedure. Fast development in world exchange and developing markets like China and Eastern Europe implies that numerous associations augment their operations internationally. From the exchange, it can be inferred that the emergencies anticipation or emergencies administration require practical structures and submitted HR, that is fulfilled individuals who should will to participate in order to console the associations' advantages. Also, amid an emergency, customers can accuse any of the accompanying as being in charge of the mischief: the maker, the advertiser, the merchant, or the end-client (i.e. abuse of the item). Shoppers join their causal attributions with the moves that the organization makes to deal with the emergency, firstly choose whether or not the firm required in the item hurt emergency was effective in managing it. Absence of correspondence between representatives of any administration level, will be clear to people in general and presumably prompt to poor response of expansive results. Emergencies are by and large unforeseen and cause disturbance. One can never be completely arranged to manage such occasions effectively unless prepared to do as such. In that regard hypothetical preparing, conceptualizing, re-enactment works out, media preparing and quality review, ought to be a piece of worker and administration improvement programs. HR managers have been and will dependably be the way to authoritative issues and the reason of association issues also. Directors ought to exposed as a primary concern that representative execution may resolve emergencies and additionally cause them and thusly be proactive and concentrate on adaptable and continually enhancing authority styles.

Article Review 18:

“Human Capital and Crisis Management”

This paper demonstrates the different types of relationships among the human capital and the crisis management in the organizations. The roles of the internal affairs


ministry in the area of the crisis management have been discussed in this paper. Expanding mishaps and risky occasions happening at hierarchical and national levels have made it basic that appropriate basic and social plans are set up. A standout amongst the best methodologies is emergency administration (CM). Despite the fact that CM is by and large considered a current as opposed to a standard approach, it is in the West that it has picked up noticeable quality and assets are apportioned for compelling execution. This review is intended to address CM and ability in the Arab World. The article draws on late advancements in an assortment of fields, particularly humanism, administration, and universal relations. More essential, the article makes a solid contention that CM is bound to disappointment without satisfactory preparing, learning, and advancement of human capital. For this very reason, the article plots certain techniques to improve successful adapting to emergencies and better execution of CM. These systems don't concentrate exclusively on the individual additionally on the association and its way of life. The review builds up a grouping of Arab associations as far as their preparation to hazard administration.

**Article Review 19:**

“Crisis Management in Today’s Business Environment: HR’s Strategic Role”

This paper is about the different types of responsibilities of an HR in the crisis management. Management of the crisis is extensively characterized as an association's pre-established exercises and rules for get ready and reacting to critical calamitous occasions or occurrences (i.e., fires, seismic tremors, serious tempests, work environment brutality, kidnappings, bomb dangers, demonstrations of fear based oppression, and so on.) in a sheltered and viable way. Amid an emergency, one of the parts of a pioneer is to make and maintain the association's believability and trust among emergency partners (e.g., administration, representatives, clients, providers, accomplices, groups, speculators, media, government, particular vested parties). Contingent upon the emergency circumstance, a's pioneer will probably help the association in coming back to profitability. Generally speaking, it is essential to secure and maintain the association's notoriety, image and incentive in the marketplace. Thus, one of HR's vital parts is to concentrate on administration

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qualities, for example, vital considering, correspondence, strengthening, trust and
uprightness, while considering progression making arrangements for emergency
administration. Subsequently of an emergency, companies may lose labors, alongside
key ability and hierarchical information, from low confidence, fear, physical
movement or passing. As found in the result of Hurricane Katrina, workforce issues
tend to quickly heighten from an emergency. One of the basic parts of HR is to help
the association create recuperation arranges. These systems ought to address the
security, wellbeing and welfare of workers some time recently, amid and after a crisis.
Emergency readiness, reaction and recuperation are basic to help individuals start to
recoup. Helping workers accomplish a feeling of regularity is likewise an imperative
consider tending to the "human side of an emergency".

**Article Review 20:**

“Risk Issues and Crisis Management in Public Relations”

This paper is about the crisis management in the public relations. In today’s business,
the leaders are greedy and undisturbed about long-term welfare of the companies. In
the complex environment, the organizations should recognize as well as react to rapid
shifting values, increase in expectations and strain of the public discussion as well as
enhance in news media. The organizations should perform as well as behave socially
with the stakeholders. The risks are identified into the business organization due to
change of societal values, change in technological innovation, pressure of cost as well
as time. Those factors cause risk issues. When the organizations are facing issues,
effective risk communication plan is introduced to understand the emotion of public.
The business should require familiarizing with cyclical expansion of the risk issues.
Therefore, a proper communication strategy is needed. Most required is to remove of
fault line among financial as well as sustainable success.

Advocacy Approach is used by the organization, which aims to influence the
decisions regarding political, financial as well as social systems. Public consultation
builds conversation into the process of communication. Proper communication
process minimizes the disagreement as well as achieves of balancing scales to protect
and develop the business. There are lack of outside-in-thinking into the organizations,

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it gives rise to the precautionary principle. Precautionary Principle to the risk management demonstrates that if there is any managerial policy that has risk, then it sources harm to public in nonexistence of technical consensus. Outside of thinking is based on the ability of organization to remove from one-way information flow towards conversation with stakeholder’s group. The organization should at first removes conflict among the stakeholder’s so that they can make a good relationship with the society. Therefore, it is analyzed that failed to do so results into loss of organization success and brand image.

Article Review 21:

“High-Impact Human Capital Strategy: Addressing the 12 Major Challenges Today”

The paper is about implementation of human capital strategy into the business to remove the major business challenges. Now, the twelve challenges are introduced in the paper are high investment level for the human capital, lack of HR programs in organization, lack of talent management and employee dissatisfaction. There are also cultural challenges, employee safety issues, societal issues, lack of technology use, globalization, environment and energy issues, lack of leadership and lack of use of big data analytics. The identified strategies are business alignment, global leadership, performance and innovation, technology use, analytics and big data. The human capital has some major issues in the organization such as employee’s cost is the largest expense. It brings the human capital into executive’s focus. Cost should be controlled, but they concern about the return of investment. Human capital is the source of competitive advantage. Most of the organizations should have access to financial resources as well as technology.

Under the human capital, there are capital assets that the organization should consider as important asset. The human capital has the capability to provide solutions to the customers and improve their organizational goals and aims. From the global perspective, human capital is taken as one of the issue within the organization. The organizational management focuses on the human capital issues. Therefore, focus on the human capital is contributed to paradigm shift as the

dimension of human capital as well as asset. Two barriers are introduced in the paper that restricts to prevent the business from treating the human capital. One is walk the talk and second is ownership. Within the organization, employees are treated as most important assets, but they are taken as expenditure and asset, they have to save their cost and revenue. The senior executives own human capital. They should take measures to improve human capital.

**Article Review 22:**

“**Crisis Management in the Tourism Industry: Beating the Odds?**”

This paper introduces crisis management into the tourism industry. The tourism industry is influenced by political changes and natural disasters. Crisis management into tourism industry helps them to become success in the difficult situation. It helps to plan and execute process directing in the way to manage bad effects of crisis as well as natural disasters. The risk management strategies in the tourism industry address the possible risks. The industry should think of safety of their visitors, secure system in order to interact with persons, buildings security, training to people on disaster management and supply of resources when required. Therefore, the tourism industry is most vulnerable to crisis.

Crisis management is required for the industry in order to avoid of terrible publicity into the market, harm to the feasibility of the industry. The accomplishment deals with crisis event lies inside effectual pre-crisis planning. From the lessons learned, it is analyzed that the tourism industry should prepare a contingency plan for their business. The managerial roles and their responsibilities are defined properly. The management team should take important decisions regarding crisis management. The decisions should be taken at the operational level of the tourism industry for effective success in the market. Crisis management is involved with feedback loop back, after over of pre-crisis stages. It also enables that industry should understand their mistakes from learning and then prepare their team for next possible crisis. Some the crisis identified are natural crisis, which are caused due to earthquakes, floods and others. Civil conflicts are due to political stress within a country. It causes violence within the country. Failure in technology is associated with

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blackouts, crashes of airplanes as well as nuclear meltdown. When the entire possible crisis is properly handled, then it executes the crisis management plan to manage bad effects of crisis as well as natural disasters.

Article Review 23:

“Crisis, Issues and Reputation Management”

This paper depicts the importance of crisis management in different business organization to build effective reputation in the competitive marketplace. In the external and internal market of the organizations many people exist who judge the daily performance in terms of productivity and services of the business organization. The merged outcome of these factors is known as reputation of a business. The crisis and issue management and reputation of an organization are complimentary to teach other. If positive responses and controlled services are served by the business organizations then, it will help the organization to gain good reputation in the market. This paper has covered both the concept and importance of crisis management and reputation management as well. Lesser time is required to build reputation whereas; it can be destroyed in a fraction of seconds by a single mistake.

The primary relationship between the organization and their stakeholders are also elaborated in this paper. If a single customer from the group of consumers changes their requirement then, the organization will have to change their service pattern based on the changed requirement of the consumers. On the other hand, if they fail to serve so then that will affect the reputation of the business organization. Reputation is referred to as a strategic asset that is needed to be maintained by different enterprises to gain sustainable business growth in terms of reputation. The six phases of reputation risk life cycle is also illustrated in this paper. The stakeholders of an organization must provide active attention on all those factors that help to build its reputation. An organization should adapt a list of crisis management and risk management categories so that it could face risky situation easily. After prediction and prevention of risks an organization can prepare reputation risk management processes. At the end of this paper the relationship

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between crisis management, issue management and risk management and reason for which these are interrelated to each other are elaborated.

Article Review 24:

“The Impact of 9/11 on Business and Economics: The Business of Terror”

This paper depicts the impact of 9/11 attack in the business and economics as well. The day of attack is still remembered as a day of terror. Based on the American economic perspectives it has been found that, in the year of 2000, the economy had already started to getting affected due to certain reasons and after the terror the affect came as a major disaster to American economy. The attack had extremely pressurized the tour and travelling industry of America. The sudden reduction in number of tourists affected the traveling and tourism business of America. Not only this but also the airlines industry also faced tremendous stress after the attack and took huge time for its recovery. The American government had to pay a lot to increase their direct and indirect security measures in the airport region. The Mideast war also increased the price of oil throughout in the year between 2001 and 2008. However, the Nobel inner stated that for the Iraq war American government had to pay about three trillion dollars.

Even in order to fight against the terror network just after the attack, they also had to pay a huge amount of money. The effects of terror in all other American industries are also elaborated in this paper. The after affect of the attack is also illustrated in this paper with care. After considering all the aspects it has been found that not only the American economy but the world economy has also got affected. The international financial industry is also affected due to the terror attack. The authors of the paper had gone through vast investigation on the insurance and risk management strategies. Moreover the developments in the war industry with emergence service are also elaborated. In order to understand the financial support network of the terrorists certain changes are required to be adapted, those are discussed in this paper. Apart from this, the financial market implications are also illustrated.

Article Review 25:


This paper depicts the importance of crisis management and emergence planning in order to prepare challenges in the competitive market. Both the terms disaster and incidents are complimentary to each other and from the beginning of the era it has been found that, the people who are not at all aware about history, will be in doom. Depending on the nature of the history, whether it should be repeated or not is decided or demanded. A large set of man-made as well as natural disasters had taken place worldwide. The natural disaster includes weather, chemical accidents, fire etc. Precaution against most of the natural disasters cannot be taken by human and thus, emergences of new technologies are very much important to be obtained. Not only technologies but also people have different devices that help to built effective communication between the service providers and the consumers. The improved methods of communication are also illustrated in this paper.

Moreover, it can be said that the aim of the paper is to build crisis management system by adapting advanced technologies in terms of communication and devices as well. In order to fight against difficult situation people needs to adapt emergence planning before. Against the mad made attacks these technologies are helpful but for the natural attacks these technologies are not at all effective. Different policies and laws regarding emergence management technologies are required to be considered before preparing the technologies in the real-world implementation against the natural and man-made disaster. Before affect and after affect of the disaster and the different factors that should be considered are also demonstrated in this paper. For facilitating the technologies proper vulnerabilities and security are adapted with effective security survey. At the end of the paper, the radiological and nuclear incidents are illustrated.

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Chapter’s Plans:

Chapter 1: The Theoretical Framework of Human Capital

This section of the paper provides an introduction to the research topic and provides an insight to human capital and how it has been discovered to be a valuable asset for any company. The introduction provides a highlight about the fact that how the organizations take care of their human capital and construct various strategies and policies that would be beneficial for the preserving the human capital and motivating them in order to bring out their output. The background of the topic is even provided in this section where the case history and various aspects have been with respect to the impact of human capital during crisis management. the research problem identifies the factors due to which the research paper has been constructed and tries to discover the solutions to the problems. The aims and objectives of the paper provides an access to the researcher to identify the process and goal that requires to be accomplished and thereby initiates various action plans so that the objectives specified can be attained during the completion of the paper. The significance of the study has even been provided, giving the reader an idea about how the paper would be beneficial for future studies as well. The limitations of the paper along with the research hypothesis have been provided that aids the researcher to undertake the analysis in an effective manner. The introduction section has even provided a research methodology and has explained various articles that would be beneficial for the reader to understand the topic and what other researchers who had undertaken similar researches previously.

Chapter 2: The Theoretical Framework of Crisis Management

This segment of the paper provides a theoretical framework of crisis management with respect to the case scenario in Jordan. The introduction provides a description of crisis management and what is its effect and the risks related to it. This section provides the definition of crisis and how it has an impact on the level of human capital. The statements for and against crisis is even provided in this segment. The following point discusses about the differences between crisis and various other terms that are used by human beings during any issues or problems. Each and every one of them is explained so that they are differentiated from the meaning of crisis. The approaches for identifying the crisis and the process of diagnosis has even discussed in this paper. The causes for crisis are even explained so that the reader has sufficient
idea about the crisis management. The various characteristics of crisis are even provided that would provide an idea to what type of management can be undertaken. The various kinds of crisis and their divisions have even been provided. The various levels of risks and their effect on each level is even given out providing an idea to the researcher about how to handle such crisis at various levels. The difference between crisis management and management by crisis is given as these two aspects are completely different. The principle of crisis management and its various phases are even cited in this section of the paper. The methods of crisis management and the obstacles related to it are even discussed in a structured manner. All these aspects have been discussed so that the crisis management process can be analysed with respect to the country Jordan can be evaluated in an effective manner.

**Chapter 3: Governmental System and Structure of Ministries in Jordan and an Overview of the Health and Interior Ministries**

This segment is the third chapter of the paper that has explained the governmental system and the overall governmental structure in Jordan and the policies that have been framed in order to sustain the human capital and handle the crisis management as well as understand the impact on human capital due to crisis management. The ministry structure in a general view has even discussed so that every department of the ministry of Jordan and the structure that is followed by each and every departments of ministry. An overview of the ministry of health is undertaken public health has been one of the significant areas of crisis management that directly impact the human capital. Each and every section associated with the ministry of health is explained so that role of every department can be disclosed. An overview of the ministry of interiors is even analyzed as this ministry deals with the internal affairs of the country and manages and strategizes plans to answer the crisis management and its impact on human capital.

**Chapter 4: Data Finding and Analysis of Data Based on the Health and Interior Ministries**

This section consists of the data analysis section where answers of 200 respondents that have been gathered are discussed in detail and is compared with the hypothesis in order to reach a conclusion to the paper and the research problem. There have been a total of thirty questions that have been framed and these questions have been in
relation to the six hypotheses that have been framed earlier in the paper. Each hypothesis has been relation to one of the factors and every one of them has been analysed with the help of descriptive statistics and pie charts for the same has been provided as well. The recommendation and the conclusion that has been provided with respect to this paper state that in case of a crisis, the communication level requires to be effective in order to tackle the situation. The use of a specific management style requires to be maintained in order to handle such situations and lower the negative impact on human capitals. The attitude of the manager is even a crucial aspect as it would in satisfying the employees as well. The paper therefore concludes with the fact that effective crisis management can have a positive impact on the human capital.

**Chapter 5: Result and Recommendation and Conclusion**

Based on the interpreted result this has been seen that majority of the research population has agreed that proper communication from the leaders may be conducive in managing crisis situations. It has been further inferred that the management style followed by the managers are the important part of the crisis management. From the different types of interpretations made from the primary analysis it has been discerned that the various types of motivational activities of the managers have an influential role on crisis management. This is evident with 74% of the respondents strongly agreeing that the motivational activities have an important role on crisis management. The various depictions made from the study clearly shows how the research subjects has agreed that behaviors of the managers have a crucial role in management of the crisis with a total of 23% strongly agreeing and 53% agreeing to this fact. The various interpretations made from the study clearly show how majority of the respondents have agreed that decision-making criteria have an influential role in crisis management. The various depictions made from the study, it has been clear that the respondents have mostly agreed that proper job assigning is conducive in crisis management situations. Most of the respondents have agreed that selection of the employer is important in overall crisis management.